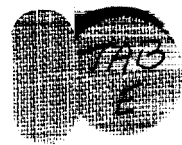


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OFFICE OF RESEARCH AND REPORTS

28 August 1962

Office Regulation ~~R25-10~~ <sup>18-1</sup>

TRAINING

TRAINING OF PROFESSIONAL EMPLOYEES

RESCISSION: Office Regulation R25-10, dated 15 January 1957

I. POLICY

A. The improvement of employees' knowledge and skills can contribute greatly to the quality and quantity of the intelligence produced by the Office of Research and Reports, in fulfilling its assigned mission. ORR policy, therefore, is to provide appropriate training opportunities within the framework of Agency policy and to encourage employees to take advantage of these opportunities.

B. By filling gaps in his training, an employee is enabled to carry out his assignment more effectively. His flexibility is increased and his broader understanding helps to prepare him for advancement. Training alone does not qualify an individual for promotion, but improvement resulting from such training is an important factor in considering promotion actions.

C. Although this regulation is directed to the training of professional employees engaged in economic and geographic/cartographic research, the policy and procedures set forth also apply to the training of other professional employees within those fields that have a direct relationship to their assigned responsibilities.

D. Types of Training

1. The fields of economic and geographic intelligence production are broad and still developing. Research and analysis in support thereof require a variety of skills and knowledge. Some of these can only be developed on the job or from equivalent outside experience. However, it is not the purpose of this regulation to discuss on-the-job training, which is largely custom tailored to an individual component's needs and responsibilities.

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2. This regulation is intended to cover primarily (a) external training and (b) internal training in languages. In addition, the ability to write clearly and concisely is a most important skill. Training in this skill, however, is less formal and includes a large element of on-the-job guidance by supervisors and the editorial staff.

### E. Training in Basic Disciplines

1. Inasmuch as the primary mission of ORR is to produce economic and geographic intelligence, it is desired that all professional employees directly engaged in research in these fields have or acquire a minimum foundation, as appropriate, in economics and statistics, or in specific aspects of professional geography as the case may be. (For economic research, this minimum consists of one year of principles and a year of intermediate economic theory, plus a year of statistics.)

2. It is ORR policy actively to encourage employees to acquire additional training, with or without Agency sponsorship. Agency sponsorship of academic training is a privilege based on demonstrated competence and initiative of the employee and on the judgment of supervisors that the training to be undertaken will be of net benefit to the Agency.

3. Completion of theses and dissertations by employees who have completed all other requirements for the M.A. or Ph.D. degree in a social science can in some cases be assisted. If the subject is of direct interest to the Agency, and the necessary research data are unclassified, an employee's research and manuscript preparation may be arranged as part of his job assignment. In such cases, the Agency normally publishes the resulting study as an ORR report.

### F. Other Full-time Training

1. Because of the diverse nature of the research activities of the Office of Research and Reports, full-time external training programs of varying duration in a variety of applied fields are pertinent to individual research assignments. The value of and justification for such courses of

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study rest largely on the intention of the individual analyst to spend several years in a specialized research area. Such full-time training might include for economic research courses in operations analysis, economics of national security, or mathematics, and area and advanced cartographic courses for geographic research.

2. Additionally, courses given by manufacturing companies, such as those which some of our people have taken in electronics and aircraft production scheduling, can contribute most valuable training where they are applicable. Supervisory personnel as well as analysts whose immediate work assignments justify a need to know may be selected for advanced weapons familiarization courses.

### G. Language Training

1. The ability to read a pertinent foreign language is a most useful research tool for analysts in ORR. In general, an analyst is expected to acquire a reading knowledge at the intermediate level or better of the language of the country which is his primary research responsibility. This principle applies especially to analysts working on the Soviet economy, who are expected to carry out daily research in original Russian language materials. Although the ability to speak and write a foreign language is not normally required for research, employees are encouraged to study a language comprehensively.

2. Recognizing that few employees will enter on duty with the desired language skills, the Agency, through its Office of Training, offers a wide selection of language courses both during duty hours and outside duty hours. When an employee is studying the language of the country of his primary research assignment, he may be permitted to attend classes during duty hours. Supervisors take such training assignments into account in planning the employee's work load, and supervisors and employees alike are expected to regard such language training as an integral part of the employee's work assignment.

### H. Eligibility

Training may be acquired in the following ways:

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1. Employees may attend a local university during non-duty hours. After one year of employment, the Agency will pay tuition and registration fees for courses considered by the employee's supervisors to be job-related.\*

2. After one year with the Agency, an employee, following review by appropriate officials of his performance and career intentions, may be considered for out-of-town university training, normally for one calendar year. The objective of this program is to maximize training benefits, both to the Agency and the individual, through advanced study under some of the best qualified professors in the country. Before applying for such training, it is essential for employees to satisfy the essential prerequisites for admission to advanced courses. This means planning ahead for an extended period and often requires prior consultation with the faculty of the university provisionally selected for full-time training. For employees selected under this program, the Agency will pay the full salary, plus all educational expenses and the costs of transportation. The following minimum considerations govern the selection and training of persons under this program:

a. An individual must have entered on duty before 1 September to be eligible to start the year of training in September (Fall semester) of the following year. In general, the year of training will begin with the Fall semester, and not with the Spring semester.

b. The individual must have demonstrated a better than satisfactory performance.

c. The proposed academic training program (specific courses) must be recommended by the Branch and Division Chiefs concerned, concurred in by the appropriate Area Chief, and the ORR Career Service Board, and approved by the Director of Training.

\* In this connection, we have developed a standard "hard core" 30-hour graduate program in economics with American University, part of which will be given at Langley using Office of Training classrooms.

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d. The institution selected shall be mutually agreeable to the employee, his supervisors, and the Director of Training.

e. An individual who fails to maintain a satisfactory (B) grade average during the first semester may be reassigned to headquarters at the discretion of the Agency.

f. The individual must execute an Agency training agreement, in which he expresses an intent to remain with the Agency, after completion of his training, for a specified period. This specified period is normally set at three times the length of the period of sponsored training.

g. Should an individual desire to continue in a training status after completing a calendar year under Agency sponsorship, a leave without pay arrangement may be arranged if intent to continue a career with the Agency is clearly evident.

II. PROCEDURES

A. General

1. Each supervisor is ready to provide counsel and assistance in helping analysts determine their priority training needs. In carrying out his responsibilities, the supervisor recommends training to analysts in his component with two purposes in mind: (a) to improve the over-all professional competence of the component for which he is responsible; and (b) to further the career opportunities of the individual analyst. At the same time, each analyst must recognize that he himself plays a key role in his own career development. The extent to which he takes advantage of opportunities for further training rests largely on his own initiative and desire to prepare himself for improved performance and for increased responsibility. The supervisor must weigh the long-term advantages to the Agency of his recommendations of training for his analysts against the immediate demands for maintaining adequate on-the-job analytical strengths.

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2. In carrying out their responsibilities with respect to training, Branch Chiefs -- in consultation with Division Chiefs and the appropriate Area Chief -- shall:

a. Develop and discuss with each new employee a program of training in economics, geography and related subjects and languages appropriate to the needs of the individuals. Normally, this initial program should be planned three or four months after the employee enters on duty.

b. Review the training needs of all employees at least once each year. Progress should be discussed with employees when fitness reports are prepared as well as when a specific proposal for training is initiated, either by the employee or by his supervisor.

B. Internal Training

1. All requests for internal training are to be submitted on Form 73. The form is to be signed by the employee's Branch Chief and submitted to the Chief, Administrative Staff, ORR, through the responsible Division Chief and the appropriate Area Chief.

2. An employee who withdraws from any internal training program, including language courses, shall submit a memorandum to the Chief, Administrative Staff, ORR, through normal command channels, giving the title and date of the course, the instructor's name, and the reasons for withdrawal.

C. External Training

1. All requests for external training to be sponsored by the Agency are submitted on Form 136, and forwarded to Chief, Administrative Staff, ORR, through Branch Chief, Division Chief, and the appropriate Area Chief.

2. Upon completion of Agency-sponsored training at a non-CIA facility, all trainees must submit a report on Form 1049 (in four copies) to the Director of Training through normal command channels and the ORR Training Officer.

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3. Individuals desiring to take training at their own expense are required to submit a request for security clearance in accordance with ORR Regulation 10-25.

4. Immediately upon determining that an employee must withdraw from any Agency-sponsored external training course, a written request for permission to withdraw must be submitted by the trainee's supervisor (under unusual circumstances a request for permission to withdraw may be originated by the trainee) through channels (Division or Staff Chief, Area Chief, and Administrative Staff) to the Director of Training. The request shall include: (a) course title, inclusive dates of course, location of training facility, and instructor's name; (b) a brief statement giving the reasons for withdrawal.

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OTTO E. GUTHE  
Assistant Director

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